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TO : Director of Central Intelligence

DATE: 15 July 1949

FROM : Executive - Chairman, Operational Coordination Group

SUBJECT: 7 July Meeting - Operational Coordination Group

1. Subject group met at 0915 hours and adjourned at 1110 hours. This was considerably longer than I had expected the meeting to last. The entire meeting was marked by active and interested discussion around the table concerning the matters on the agenda and a considerable number of matters which were not on the agenda, but which came up in the course of the discussion. I consider that the meeting was well worthwhile.

2. AGENDA

(a) Remarks by Chairman

Purpose

Submission of problems - how and why (To: - Executive, requesting that problem be placed on agenda. Executive will then take necessary action to prepare the problem and solution for presentation). Samples of problems.

(b) Presentation by Chief, ICAPS - Subject: "Internal handling of Interdepartmental plans and projects originating in or sponsored by CIA".

(c) Consideration of sub-committee paper, submitted by Deputy Assistant Director, OCD, sub-committee chairman - Subject: "Dissemination of CIA Unevaluated Information Reports". (Modified, agreed upon, and ready for your signature.)

(d) Presentation of letter from Director, Bureau of the Budget, on the subject of budget estimates for fiscal year 1951 - by the Executive.

(e) Interpretations as to routing of correspondence - by the Executive.

3. Item (b) above was particularly interesting in that it brought out many frank comments concerning the function of ICAPS and related matters. Several Assistant Directors stated bluntly that they wished members of ICAPS to become more familiar with the problems and operations of the respective offices. They offered to make themselves available at convenient times for discussion with members of ICAPS. The discussion on this same item disclosed many examples of compartmented activities of the various offices, particularly as applied to cases where several offices and ICAPS would be working absolutely independently on a common problem. Several "New Year's Resolutions" as to

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closer working relationships with common problems were made. The above discussions confirmed my belief that much time and effort are being lost because of the lack of standard methods in bringing common problems to the decision point with fully prepared staff work, such staff work to include the final considered opinion of the individual office chief.

4. The following problems were brought to the attention of the group by the chairman as illustrations only — they were not brought up for action:

- (a) An Organic Career Management Program for CIA civilian employees; to include a CIA Intelligence Training Program.
- (b) Continuing attention to best utilization of IAC personnel by CIA, in all offices.
- (c) A formal agency-wide indoctrination program for new civilian employees and incoming IAC personnel.
- (d) The problem of building up "directed collection" (more and better requirements).
- (e) The development of the next budget throughout the current fiscal year.
- (f) The functions and working methods of the Management Branch.

5. It is probable that this Operational Coordination Group should be an interim measure only, and at a later date a better method for operational coordination should be preposed. My present thinking is that ICAPS should do the staff work involved in internal operational coordination, as a part of its duties as your plans and operations staff.


Captain, USN

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